Employee Well-Being Report

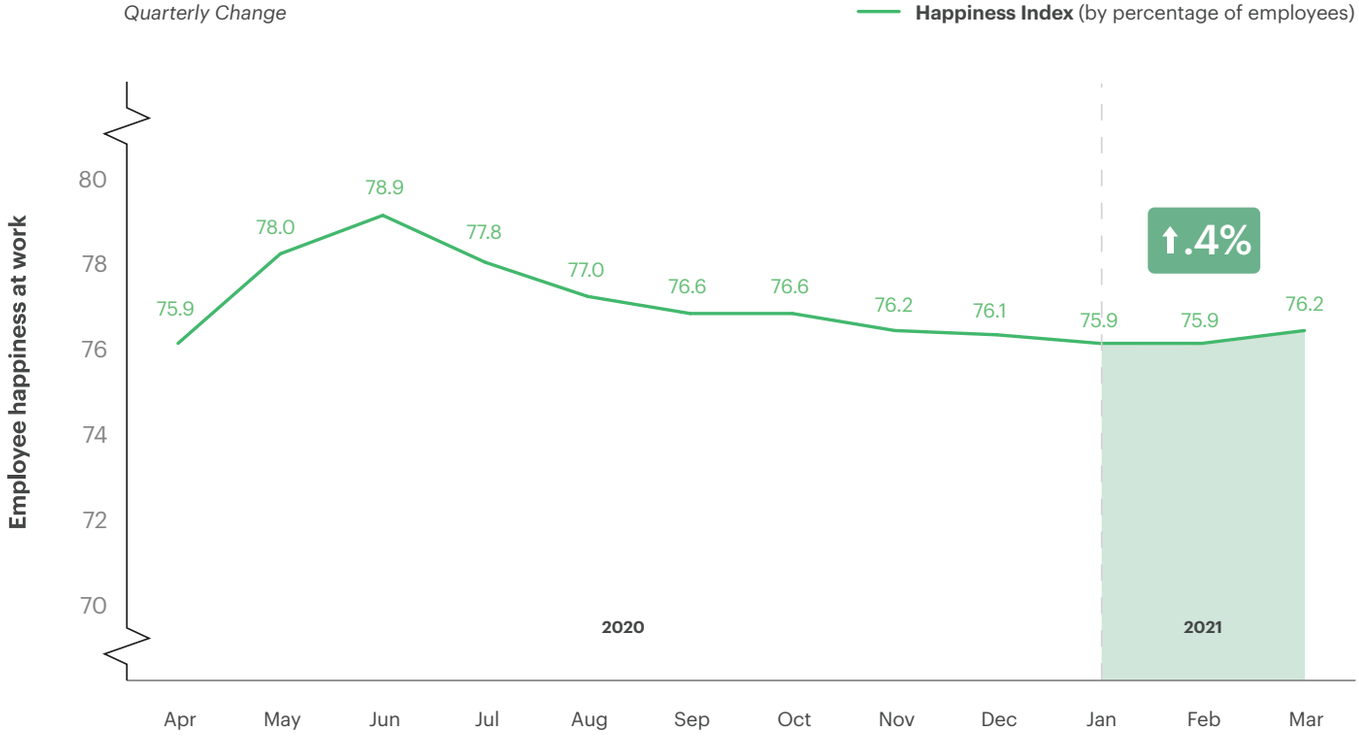
Data-driven insights into people's happiness and success at work

Once a quarter, our People Science team does a deep dive into our global employee engagement and workforce data to better understand how organizations can help employees be happy and successful at work.

Employee Happiness at Work

QUARTERLY CHANGE

Employee happiness at work **rose .4%** from January to March 2021.



What Glint People Science Senior Researcher Eric Knudsen says:

Employee happiness has stabilized over the past quarter — and it's higher than pre-pandemic levels. This steady state of employee happiness likely indicates that organizations have remained focused on providing employees with the resources and support they need to be their best selves and do their best work.

How we measure employee happiness at work: *"How happy are you working at your company?" One seemingly simple question can predict employees' sense of happiness, including their: job satisfaction, motivation to go above and beyond, organizational pride, plans to stay, desire to make an impact, and much more.*

In our years of data collection and analysis, we have found that employee happiness is a precursor to business success.

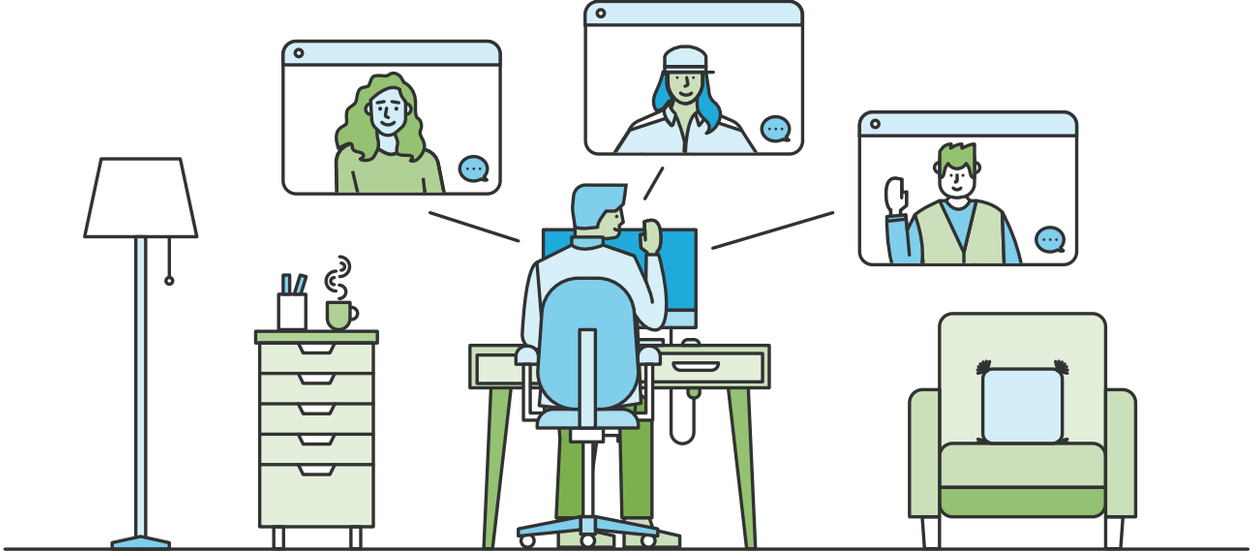
Culture in the New World of Work

HOW REMOTE WORK IMPACTS CULTURE

Compared to their peers at other organizations, employees at remote work-friendly* organizations were:

14% more likely to agree they feel safe to speak their minds

9% more likely to report that their leaders value different perspectives



Top takeaway:

Organizations investing more heavily in remote work appear to be creating more inclusive and psychologically safe work experiences.

**Remote-work "friendliness" was determined by the proportion of paid, remote-allowed job postings an organization has on LinkedIn.*

What Glint Head of People Science Strategic Development Amy Lavoie says:

Virtual work creates many circumstances that, when done well, can actually bolster employees' feelings of inclusivity.

For example, virtual work can:

- Provide flexibility to people with caregiving responsibilites
- Bypass location bias
- Reduce the amount of time and energy required to conform to biased "professionalism" standards

In many ways, **remote work has also equalized opportunities for employees to be heard and seen.** Before the pandemic, our physical work environments greatly influenced an organization's perceived power structure. For instance, a meeting in the boardroom or with the executive team may have had the added pressure of a high-stakes environment. In a virtual-work environment, every meeting looks the same, and each person in it takes up the same screen real estate—from the CEO to the intern.

As organizations reexamine how to foster diversity, inclusion, and belonging in the new world of work, early signs indicate they'd do well to **build on virtual work** and expand habits, programs, and tools that help people bring their authentic selves to work.

TOP DRIVERS OF A GREAT WORK CULTURE

Drivers of a great work culture changed drastically by the end of 2020. Five of the top 10 drivers in 2020 were not in the top 10 in 2019.

Top 10 drivers of work culture, 2020	*Rank change from 2019*
	N/A *Insufficient 2019 data*
1 **Opportunites to learn and grow**	↑8
2 **Belonging**	↑4
3 **Organizational values** *The extent to which employees believe their organization lives its values.*	↑5
4 **Support for well-being**	N/A
5 **Collaboration**	↑5
6 **Change adaptation**	N/A
7 **Initiative** *The extent to which the organization encourages individual employees to find new and better ways to get things done.*	N/A
8 **Customer focus**	↑3
9 **Continuous improvement** *The extent to which the organization continuously improves the way work gets done.*	↓2

10	Performance feedback	↑5

Top takeaways:

- **_Opportunities to learn and grow_ has emerged as the strongest driver of work culture.**

  It shot up eight positions to become the top driver of great work culture by the end of 2020.

- **It can't be overstated how important _belonging_ is to the employee experience.**

  In the first half of 2020, *belonging's* impact on employee happiness increased by 12%. Now we're seeing *belonging* jump four positions year over year to become the second most important driver of a great work culture.

- **2020 provided the ultimate test for organizations to live their values.**

  Those that pass are rewarded: Employees are saying that when their organization lives its values, the work culture benefits.

What Glint People Science Senior Consultant Alice Wastag says:

Why did the drivers of a great work culture change so drastically in 2020? Because the way we work changed drastically in 2020.

In the past, work culture was shaped heavily by in-person interactions: water-cooler chats, shared meals, team retreats, and the like. So when the pandemic not only stripped away physical interaction but also threatened our safety, **the less tangible drivers of work culture—growth opportunities, belonging, and values—became much more important to employees.**

Could we see more churn in the future on what drives great company culture? Of course; anything's possible. But my hunch is that today's top three will maintain those positions for a while. **Employees want more from their employers than just a paycheck.** They want to be challenged; they want to work in a space into which they can bring their whole selves; and they want leaders to mean what they say and say what they mean.

HOW WORK CULTURE IMPACTS BUSINESS OUTCOMES

Compared to their peers at other organizations, employees at organizations with highly rated* cultures are:

31% more likely to recommend working for their organization

25% more likely to report being happy working for their organization

**"Highly rated culture" is defined as being in the top quartile of organizations on Glint's culture survey item.*

Methodology

The insights in this edition of Glint's Employee Well-Being Report were sourced from a blend of Glint People Success Platform data and LinkedIn job postings data. Insights were derived from millions of Glint survey responses from 629 companies and over 275,000 jobs posted from 375 organizations around the world.

Visit **glintinc.com/buildthenewworldofwork** for more resources supporting employees' well-being.

Questions? Comments? Feedback? Feel free to reach out to any one of the report's three editors: Catie Farrow, Kris Kitto, and Eric Knudsen.

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